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Personnel



**ADMINISTRATIVE COUNSELINGS,
ADMONITIONS, AND REPRIMANDS**

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This instruction implements Air Force Policy Directive 36-29, *Military Standards*, and Air Force Instruction 36-2907, *Unfavorable Information File (UIF) Program* (Chapter 3). This instruction provides guidance to commanders, supervisors, and other individuals in authority who issue administrative counseling, admonitions, and reprimands. It applies to all activities serviced by the Kirtland Air Force Base (KAFB) Military Personnel Flight (377 MSS/MPF).

1. Introduction.

1.1. AFI 36-2907, *Unfavorable Information File (UIF) Program*, Chapter 3, authorizes commanders, supervisors, and other persons in authority to issue administrative counselings, admonitions, and reprimands. These actions are critical rehabilitative tools for commanders and are intended to improve, correct, and instruct subordinates who depart from standards of performance, conduct, bearing, and integrity, on or off duty, and whose actions degrade the individual and unit's mission. The wisdom and maturity of the supervisor, first sergeant, or commander frequently provides the guidance needed to improve job performance or off-duty behavior before more serious action is required. Counseling should be initiated to correct habits or shortcomings that can ultimately affect job performance and good order and discipline.

1.2. Supervisors should counsel an airman as soon as possible after displaying substandard duty performance or behavior in an effort to assist the member in developing skills, attitudes, and behaviors that are consistent with maintaining Air Force readiness (**Attachment 1**).

1.3. Written administrative counselings, admonitions, and reprimands are subject to the rules of access, protection, and disclosure outlined in The Privacy Act of 1974 (**Attachment 2**). The same rules apply to copies kept by supervisors and commanders and those filed in the member's unfavorable information file (UIF) or the unit's personnel information file (PIF). Raters must consider making comments on performance reports when the ratee receives any of these adverse actions.

2. Counseling Members. Counseling helps people use good judgment, assume responsibility, and face and solve their problems. Counselors help subordinates develop skills, attitudes, and behaviors that are consistent with maintaining the Air Force's readiness. First line supervisors, first sergeants, and commanders routinely counsel members either verbally or in writing, giving advice and reassuring subordinates about specific situations. Supervisors may use AF Form 174, **Record of Individual Counseling (RIC)**, to record the counseling session. It provides a record of positive or negative counseling and is useful for performance evaluations. Supervisors may document counseling sessions in a letter of counseling (LOC) on plain bond paper or letterhead. Supervisors may recommend that the commander file negative or unfavorable RIC's or LOC's in the member's unfavorable information file (UIF). For officer personnel, if the letter of counseling is not filed in the UIF, it must be filed in the member's personnel information file (PIF).

3. Importance of Documented Counseling. When a member commits an offense, particularly a minor one, the member's supervisor or commander may use the RIC/LOC, letter of admonitions (LOA), or letter of reprimand (LOR) at an administrative discharge board or at a court-martial given to an offender at a later date. Although the main goal of formal counseling is rehabilitation, always consider that the member may well go on to become a true problem for the unit and that you will want to use all of the previous incidents to discharge him/her.

3.1. The commander can discharge a member for minor disciplinary infractions under AFI 36-3208, *Administration Separation of Airman*, paragraph 5.49 if there have been verbal counseling sessions, some LOC's, LOA's, and/or LOR's. In order to discharge a member, the commander must indicate the various attempts to rehabilitate the member. Usually, the LOC's and LOR's will provide that evidence. Verbal counseling sessions, however, do not indicate that the member was present; we must then rely on the supervisor's word. Since verbal counseling sessions are primarily for rehabilitation, there is usually no documentation other than a supervisor's memorandum for record. To prevent any argument by the member that the counseling sessions did not happen, the supervisor must either write down the contents of the verbal counseling and have the member sign the paper or to have a witness present for the counseling who can also sign the memorandum for record.

4. Letter of Admonition (LOA). An admonishment is more severe than a letter of counseling or record of individual counseling. Use it to document an infraction serious enough to warrant the LOA. Do not use it when a reprimand is more appropriate. For officer personnel, if the LOA is not filed in the UIF, it must be filed in the member's PIF.

5. Letter of Reprimand (LOR)

5.1. A reprimand is more severe than a counseling or admonition and indicates a stronger degree of official censure. Use an LOR for those acts of misconduct which are not severe enough to warrant action by nonjudicial punishment, but where oral or written counseling is not sufficient to address the nature and severity of the misconduct. LOR's can also be used in those circumstances where counseling has been previously used, but has proven to be an ineffective tool in deterring the member's undesirable conduct.

5.2. Commanders may elect to file a letter of reprimand in an UIF for enlisted personnel. LOR's are mandatory for file in the UIF for officer personnel. (LOR's will remain in an officer's UIF for four years.) If a person other than the unit commander issues a LOR to an officer, send it to the unit commander for acknowledgment and endorsement via AF Form 1058, **Unfavorable Information File**

Action and file in an UIF. Include the member's written acknowledgment and any documents submitted by the member. The AF Form 1058, does not need to be referred to the officer since the rebuttal opportunity is offered at the time the LOR is administered. The AF Form 1058 is used only to obtain the commander's acknowledgment of the action (for LOR's administered by personnel other than the commander) and to refer the LOR for file in the UIF. LOR's may be filed in the Officer Selection Record by the member's senior rater (see AFI 36-2608, *Military Personnel Records System*, paragraph 2.6, for the rules and procedures).

6. Format and Contents. Formal counselings, admonitions, and reprimands should include the following:

- 6.1. A statement of the circumstances and facts which brought about the counseling session. The detailed statement should be as specific as possible and include dates and places when possible.
- 6.2. Recommendations and advice as to expected conduct and behavior. It should suggest areas of improvement in a constructive manner (emphasizes rehabilitation). You may also include referral appropriate base agencies for assistance (e.g., chapel, hospital, legal office, social actions, area defense counsel, Red Cross) if appropriate.
- 6.3. A statement that further deviation may result in more severe action.
- 6.4. A statement that the member has 3 duty days to submit rebuttal documents for consideration by the initiator. In calculating the time to respond, the date of receipt is not counted. **NOTE:** For non-extended active duty (EAD) Reservists: the member has 30 calendar days from the date of receipt of the certified letter to acknowledge the notification, intended actions, and provide pertinent information before the commander makes the final decision. In calculating the time to respond, the date of receipt is not counted, and if the member mails their acknowledgment, the date of the postmark on the envelope will serve as the date of acknowledgment. A member is presumed to be in receipt of official correspondence if it is delivered by certified mail to the member's address or best available address.
- 6.5. A statement that all supporting documents received from the member will become part of the record.
- 6.6. An endorsement acknowledging the date and time of receipt. The acknowledgment should also include a statement for the member to elect whether he/she will make comments or submit documents (e.g., "I will/will not submit a statement concerning this letter of counseling.").
- 6.7. The date the RIC/LOC, LOA or LOR is served.

7. Unfavorable Information Files (UIF) and Personnel Information Files (PIF). The person who initiates a RIC/LOC, LOA, or LOR may send it to the member's commander or superiors for information, action or for their approval for file in the UIF or PIF. Include the member's written acknowledgment and any documents submitted by the member. For officers, LOR's must be filed in the UIF. Any LOA's or LOC's not filed in the UIF, must be filed in the officer's PIF.

8. Rebuttal Documents and Due Process. Formal counselings, admonitions, and reprimands should include an acknowledgment that conclusively demonstrates that the member received the document and had an opportunity to respond. If the member refuses to sign the acknowledgment, simply indicate on the document itself that the member "refused to sign" and sign it yourself. (The Air Force Form 174 provides

a block for the member's written comments.) The opportunity to comment on the derogatory data presented in an RIC/LOC, LOA, or LOR is fundamental to due process. This not only ensures fairness to the service member, but gives the commander or supervisor the "full story" in order to make an informed decision about the disposition of the document.

9. Rights Advisement. If the counseling session involves a suspect in a criminal matter, the service member should be advised of his or her rights under Article 31 of the Uniform Code of Military Justice before being questioned. Failure to do so will prevent the member's statements or admissions from being used in subsequent judicial actions. Contact the Office of the Staff Judge Advocate for guidance on when to read a member his or her Article 31 rights.

JAN D. EAKLE, Col, USAF
Commander

Attachment 1**GENERAL LANGUAGE ADAPTABLE TO ANY COUNSELING****General Counseling Statements**

- Service in the military is a privilege that involves a unique commitment to the nation, to the Air Force, and to your fellow service members.
- As members of the profession of arms, all enlisted members are sworn to support and defend the Constitution of the United States and to obey the orders of all officers appointed over them.

Counseling Statements for NCOs

- As an NCO you are responsible to carry out orders of those appointed over you by virtue of the authority vested in your rank. This is done by effectively employing personnel, material, equipment, and other resources under your control.
- You represent the Air Force NCO Corps to all with whom you come in contact. Your personal integrity, loyalty, leadership, dedication, and devotion to duty must remain above reproach. As an Air Force leader, manager, and supervisor, you must uphold Air Force policies, traditions, and standards. You should, by word and example, epitomize the Air Force as a profession and a way of life for the military and civilian communities.
- As an NCO you must possess a thorough understanding of Air Force standards, customs and courtesies while maintaining exemplary standards of behavior, including personal conduct, loyalty and personal appearance, both on and off duty.
- As an NCO you must ensure proper custody, care, and safekeeping of property or funds entrusted into your possession or supervision.
- As an NCO you must actively support the Air Force's policy of "zero tolerance" for discrimination and sexual harassment. NCOs must create an environment free of any behaviors that hinder performance and which allows every member to achieve their full potential and maximize their contribution.

Counseling Statements for Officers

- The Air Force judges the suitability of officers for continued service on the basis of their conduct and their ability to meet required standards of duty performance and discipline. Your continued service as an officer is a privilege that may be terminated when such action is determined to be in the best interest of the Air Force.
- As an officer, if you fail to meet and maintain performance standards consistent with your grade and experience, your continued service may be terminated when such action is determined to be in the best interest of the Air Force.
- As an officer you are expected to maintain high standards of professional and personal conduct. Your repeated failure to do so may result in your involuntary separation or other disciplinary action.
- Your repeated failure to show acceptable qualities of leadership as required of an officer of your grade may result in your involuntary separation or other disciplinary action.
- Your repeated failure to achieve acceptable standards of proficiency as required of an officer of your grade may result in your involuntary separation or other disciplinary action.

- Your repeated failure to discharge duties appropriate for an officer of your grade and experience may result in your involuntary separation or other disciplinary action.
- Your substandard performance of duty resulting in an unacceptable record of effectiveness may result in your involuntary separation or other disciplinary action.
- Your repeated failure to conform to prescribed standards of (dress) (physical fitness) (personal appearance) may result in your involuntary separation or other disciplinary action.
- Your inability to perform duties or meet military commitments because of family care responsibilities may result in your involuntary separation.
- By virtue of their appointments, officers serve in positions of trust and assume continuing responsibilities for leadership and example. Inherently, these responsibilities require effective performance of duty and exemplary conduct.
- Officers who fail to meet and maintain performance standards consistent with their grade and experience or who fail to maintain high standards of professional and personal conduct show themselves unworthy of officer status.
- You are hereby reprimanded for (describe the conduct). Military Law, custom and tradition require a high standard of conduct of all officers. These standards of conduct relate not only to performance of military duties, but to the discharge of your responsibilities and your relations with other members of the military community as well. Your behavior is entirely incompatible with that expected of an officer. (I have carefully reviewed your statement regarding the incident and can find no justification for the irresponsible behavior exhibited on this occasion.) The seriousness of the matter, together with the lamentable lack of responsibility, judgment and good sense you displayed compel me to caution you that any recurrence can only jeopardize your career. I expect that you will heed these remarks and act accordingly in the future.
- As a commissioned officer, you are expected to conduct yourself, at all times, in a manner which will set a good example and earn for you the respect of the junior officers and airmen who look to you for leadership and guidance. I expect that my action in this case will bring you to a full realization of your professional obligations and responsibilities and that you will conduct yourself in the future so as to make any further administrative or disciplinary action against you unnecessary.
- You are hereby reprimanded (describe the conduct). A professional commissioned officer should not permit his record to be marred by violations of (security regulations) (other regulations or directives). You have jeopardized that coveted status. The success of our (flying) (space) (unit) mission is assured only if each person knows what his duty is and fulfills that obligation. On this occasion, your misconduct has brought discredit upon yourself and your squadron. I expect that this reprimand will bring to you a full realization of the serious implications of your misconduct, and its adverse effects upon this organization.
- You are hereby reprimanded (describe the conduct). Your unprofessional behavior in the presence of junior officers while (deployed for field exercises) (being evaluated) (other) falls well below the standards of personal conduct expected of Commissioned Officers on duty and thereby has brought discredit upon yourself, the officer corps, and the United States Air Force. Moreover, your conduct demonstrates a severe lack of self-discipline, character, integrity and judgment; casting serious doubt on your ability to continue performing duties in the capacity of an officer. I find particularly reprehensible the fact that (describe aggravating circumstances). As a senior (captain, officer, etc.), you must be a leader, not a mis-

creant. You must not corrupt other officers, especially those officers junior to you in grade who look to you as an example. Further misconduct of this or any other nature will not be tolerated.

- I sincerely hope you understand the wrongfulness of your conduct and appreciate the seriousness of this non-judicial punishment action. The magnitude of this matter, together with the lamentable lack of responsibility, judgment and good sense you displayed compel me to caution you that your career is in jeopardy. Any recurrence of this behavior will lead to more serious consequences.

Attachment 2**SAMPLE FORMAT FOR FORMAL COUNSELING**

(Appropriate Letterhead)

Date

MEMORANDUM FOR (MEMBER'S GRADE, NAME, SSN)

FROM: (Unit/CC)

SUBJECT: Letter of (Reprimand) (Admonition) (Counseling)

1. Investigation has disclosed that you (include factual allegation—see sample allegations for possible forms.)
2. Second and subsequent paragraphs should be added for each additional item or misconduct. Begin these paragraphs with "Further investigation has disclosed" or "Additional investigation has disclosed" and complete the allegation using tailored language from the sample allegations.
3. You are hereby (reprimanded) (admonished) (counseled). (Tailor the language to one of the forms found in the sample reprimands/admonitions to complete the paragraph.)
4. **AUTHORITY:** 10 U.S.C. § 8013. **PURPOSE:** To obtain any comments or documents you desire to submit (on a voluntary basis) for consideration concerning this action. **ROUTINE USES:** Provides you an opportunity to submit comments or documents for consideration. If provided, the comments and documents you submit become a part of the action. **DISCLOSURE:** Your written acknowledgment of receipt and signature are mandatory. Any other comments or documents you provide are voluntary.
5. You will acknowledge receipt and return this letter to me within 3 workdays of your receipt. Any comments or documents you wish to be considered concerning this letter will be included with your response.

NAME, Rank, USAF

Position

1st Ind, (Member's Rank and Name) (For separate page indorsement, see format in AFH 33-337, The Tongue and Quill.)

TO: (Name or person who issued this letter)

Receipt acknowledged at _____ hours on _____ 1998. I understand that I have 3 duty days from the date I received this letter to provide a response, and that I may include in my response any comments or documents I wish to be considered concerning this letter.

MEMBER'S NAME, Rank, USAF

2nd Ind, (Name of person who issued letter)

Date

Member (did) (did not) provide written matters in response to this letter.

NAME, Rank, USAF

Position

If the member desires to acknowledge receipt after his/her initial refusal, add a third endorsement as follows and be sure to strike the inapplicable language in the last sentence.

3rd Ind, (member's rank and name)

Date

Receipt acknowledged at _____ hours on _____ 1998. At the time this letter was first served on me, I refused to acknowledge it and I understood that I had 3 duty days from the date of this letter to provide a response. I further understood that I was required to include in my response any comments or documents I wished to be considered concerning this letter. I (have) (have not) provided written matters in response to this letter.

MEMBER'S NAME, Rank, USAF

Any written matters submitted by the member become part of the action and must be attached to and maintained with the letter.

Attachment 3

SAMPLE ALLEGATIONS

Paragraph 1 should clearly identify the basis for the letter (what the member did or failed to do). It should also cite dates, on or about dates, or inclusive dates of identified deficiencies, acts or events.

Paragraph 2 contains additional allegations of misconduct.

Paragraph 3 should outline the improvement expected. It should leave no doubt that further deviation from established standards may result in more severe action.

Adultery:

Paragraph 1 should read: Investigation has disclosed that on (date) you committed the offense of adultery in that you did wrongfully engage in sexual intercourse while you were married (or with an individual married to another person). This is a violation of Article 134 of the Uniform Code of Military Justice.

Paragraph 3 should read: You are hereby reprimanded for this conduct. (As a commissioned officer/noncommissioned officer, you are expected to maintain a standard of professional and personal behavior that is above reproach. Your honor and behavior as an officer should serve as a model for junior officers/non-commissioned officers and airmen to emulate. Your behavior regarding the above offense is entirely incompatible with the standards expected of an officer/noncommissioned officer in the United States Air Force.)

Appearance and Dress Standards, AFI 36-2903 Violations

Paragraph 1 should read: Investigation has disclosed that you violated a lawful general (order) (regulation/instruction) at (Kirtland Air Force Base, New Mexico) (other location) on or about (date) by (wearing a dirty uniform in violation of AFI 36-2903) (not having your hair cut within the standards prescribed by AFI 36-2903) (other).

Paragraph 3 should read: In the Air Force, not having your hair properly cut is a crime. You could be court-martialed for your deliberate violation of AFI 36-2903. You may not consider hair cut rules important, but I assure you that I do. If I cannot depend upon you to follow AFI 36-2903, I cannot depend upon you to follow other orders. Henceforth, I expect you to be a model of AFI 36-2903 standards. A repetition of this or any other violation will be dealt with more severely. (Modify for other AFI 36-2903 violations)

CDC End of Course, Failure to Pass

Paragraph 1 should read: You have, for the ___ time, failed your Career Development Course (CDC) End Of Course Examination (EOC).

Paragraph 3 should read: You are hereby reprimanded. Your failure to pass your CDC EOC shows a lack of responsibility on your behalf. You were made aware of the importance of successfully passing your EOC, yet you have failed for the ___ time. You are hereby advised that failure of your CDC EOC places your Air Force career in severe jeopardy.

Check, Issuing Worthless

Paragraph 1 should read: Investigation has disclosed that on or about (date) at (location) you issued a check drawn on (name of financial institution) to (name) in the amount of (\$ -----) and (you knowingly failed to maintain sufficient funds in your account to pay such check; you did so with the intent to defraud the named payee; or you did so with the intent to deceive payee).

Paragraph 3 should read: I want you to realize that issuing a worthless check is a crime under both the Uniform Code of Military Justice and New Mexico Law. Your misconduct could have resulted in an Article 15 or court-martial action. You have adversely affected your fellow airmen by blemishing the fine image that they project. I fully expect you never to resort to such behavior again. If you do, expect more severe action to be taken against you.

Conspiracy

Paragraph 1 should read: Investigation has disclosed that on or about (date) at (location), you conspired with others to commit (type of offense). Specifically, you and (name(s)) agreed to (describe the crime that they conspired to commit).

Paragraph 3 should read: I want you to realize that conspiring with others to commit a crime is itself a crime. As a member of the military, you must always abstain from criminal conduct. Your action has brought discredit upon this unit and yourself. Consider yourself fortunate because Article 15 and even court-martial action is warranted by your conduct. I expect you to redeem yourself by hard work and a clean record and to never again conduct yourself in such a manner.

Criminal Activity, Remaining in Presence of

Paragraph 1 should read: Investigation has disclosed that on or about (date) at (location) you voluntarily remained in the company of persons who were engaged in criminal activity, to wit: (for example, three persons in your presence were smoking marijuana and you did not report them to the proper authorities).

Paragraph 3 should read: Your presence at the scene while these crimes were being committed identifies you as a person who condones criminal activity. You should be aware that your mere presence might, in certain situations, result in your being prosecuted for offenses committed by others. You have a duty to yourself to avoid criminals, and you have a duty to the Air Force to report any crime that you observe to responsible officials. Henceforth, I expect you appreciate the serious implications of your conduct and to avoid or report anyone involved in any criminal activity.

Debts, Dishonorable Failure to Pay

Paragraph 1 should read: Investigation has disclosed that on or about (date) at (location) you dishonorably failed to pay your debts, which were then due and payable, to wit: (describe debts).

Paragraph 3 should read: By failing to pay your just debts, you have brought discredit upon yourself and the United States Air Force. As an Air Force member, you are expected and required to manage your financial affairs in a way that ensures that your creditors receive what is rightly owed them. Your conduct has tarnished the high regard most businesses have for Air Force servicemen and women. Henceforth, I expect you appreciate the seriousness of your financial obligations and manage your finances in a responsible manner. I will not be as lenient with you if you repeat the same misconduct.

Dependents, Failure to Support

Paragraph 1 should read: Investigation has disclosed that from about (date) to about (date), you failed to provide adequate support (to) (for) your (wife, husband, child(ren), family or dependents).

Paragraph 3 should read: The Air Force recognizes your financial responsibility for your family and compensates you at the “with dependent” rate to help you fulfill your obligations. I want you to know that I expect you to provide adequate support for your dependents. Your continued failure to provide adequate support may result in a reduction in your allowances from the “with dependent” rate to the “single” rate or other adverse action. Be advised “adequate support” is not merely the difference between the “with dependent” and “single” rate; it is the amount of support necessary to provide your dependents with the basic necessities such as food, shelter, clothing, etc. Failure to support one’s dependents casts a particularly unpleasant shadow over both you and the Air Force, and will not be tolerated.

Dereliction of Duty

Paragraph 1 should read: Investigation has disclosed that on or about (date) at Kirtland Air Force Base, New Mexico, you were derelict in the performance of your duties, in that you (willfully) (negligently) failed to (describe dereliction).

Paragraph 3 should read: If any task is worth doing, it is worth doing well; as a minimum, it is worth doing satisfactorily—our mission depends on it. By definition, your dereliction fell below minimum standards and was the result of conscious behavior. In addition to being despicable, it is a crime. In the future, I expect you to take more pride in your job and in helping this unit accomplish its mission. Rest assured that I will be watching you closely, and in the event you degrade this unit’s mission again by your dereliction, I will take swift and sure action against you.

Disobedience of Lawful Order

Paragraph 1 should read: Investigation has disclosed that on or about (date) at Kirtland Air Force Base, New Mexico, you failed to obey a lawful order given you by (name), your (supervisor) (superior officer) (superior NCO) (NCOIC) (commander), to (police your work area) (go to the dental clinic at 0800 on [date] for your annual dental checkup) (relieve Airman Doe for a meal break). (You may need proof of order given).

Paragraph 3 should read: I want you to know that I consider disobeying a lawful order to be one of the most serious offenses an Air Force member can commit. Strict adherence to orders is the only way that any military force anywhere in the world can ever execute its mission, whether that mission is offensive or defensive. This unit is no different. You have damaged our mission capability by identifying yourself as one who cannot be depended upon to perform as ordered. You are going to have to strive diligently if you ever hope to reestablish your dependability. Any repetition of this totally unacceptable behavior will result in stronger action against you.

Disorderly in Public Place or on Station

Paragraph 1 should read: Investigation has disclosed that you were at (location), on or about (date), (disorderly) (drunk and disorderly) (in a public place) (on station), to wit: (place)

Paragraph 3 should read: Military custom and tradition require a high standard of conduct of all airmen, (particularly officers/noncommissioned officers). This standard of conduct relates not only to performance of military duties, but the discharge of your civic responsibilities and your relations with the civilian community. The seriousness of this matter, together with the lamentable lack of responsibility, judgment, and common sense displayed on this occasion, compel me to caution you that any recurrence can only jeopardize your career. (Your actions have caused me to question your ability to perform as an officer/NCO). I expect you to heed these remarks and act accordingly in the future.

Disrespect

Paragraph 1 should read: Investigation has disclosed that you were disrespectful to (name), (your superior commissioned officer) (your superior noncommissioned officer), by (saying ____, or using words to that effect) (turning and walking away while he/she was talking to you) on or about (date) at (Kirtland Air Force Base, New Mexico) (other location).

Paragraph 3 should read: I will not tolerate disrespect by anyone in this organization toward any (superior commissioned officer) (superior noncommissioned officer). Your disrespect is detrimental to unit morale and discipline. I fully expect you will never repeat such conduct. If you do, expect more serious consequences.

Driving: Recklessly

Paragraph 1 should read: Investigation has disclosed that you operated a motor vehicle in a reckless manner on or about (date) at (Kirtland Air Force Base, New Mexico) (other location). Specifically, you (describe the reckless conduct).

Paragraph 3 should read: Reckless driving is a dangerous, criminal act. Driving (on base) is a privilege; a driver's license allows you to operate a useful, yet potentially dangerous instrument – an automobile. You have abused the trust placed in you by your reckless driving. (You have also jeopardized the safety of Air Force people and Air Force property). I fully expect you will never repeat such conduct. If you do, you may lose your installation driving privileges and be subject to more severe disciplinary action.

Ethnic Remarks: Permitting

Paragraph 1 should read: Investigation had disclosed that on or about (date) at (location) you (permitted racial, sexist, and/or ethnic comments to be made in your work area).

Paragraph 3 should read: Permitting racial, sexist, or ethnic jokes or comments to be made in your work area is totally unacceptable. As a supervisor in the Air Force, you have the responsibility to always remain impartial and support equal opportunity and human dignity for all persons. If you cannot, you are not fit to supervise. Your action has been detrimental to this unit's mission and causes me to question your leadership capabilities. I expect that you will never again allow this or any other type of misconduct in

your work area, and I expect you to prove that you are fully capable of shouldering and bearing the supervisory responsibilities I have entrusted to you.

Failure to Go

Paragraph 1 should read: Investigation has disclosed that on or about (date) you failed to go at the time prescribed to your appointed place of duty, building (number), Kirtland Air Force Base, New Mexico.

Paragraph 3 should read: In the Air Force, failure to go is a crime. I assure you that many airmen have been given Article 15s and have been court-martialed for similar conduct. This unit, this wing, and indeed the entire Air Force cannot function with undependable members. You have proven that you cannot always be depended upon, and consequently, you have damaged this unit's mission capabilities. I expect you to work diligently at redeeming yourself and proving that you are dependable.

Failure to Go: Going From Place of Duty

Paragraph 1 should read: Investigation has disclosed that you left your place of duty, building (number), Kirtland Air Force Base, New Mexico, without authority on or about (date).

Paragraph 3 should read: By leaving your place of duty without authority, you committed a crime. By your conduct, you proved that you are not trustworthy. Further, you injured this unit's mission capabilities. I will not tolerate any further conduct of this kind. Also, I will be closely monitoring your performance to see if you are up to the task of redeeming yourself.

False Official Statement

Paragraph 1 should read: Investigation has disclosed that on or about (date) at (location), you made a false statement, to wit: (accomplished a statement of witness at the security police desk knowingly included false information, etc.).

Paragraph 3 should read: In the Air Force, making a false official statement is a criminal act in violation of Article 107, UCMJ. Many airmen have received Article 15s or have been court-martialed for such deplorable conduct. I cannot and will not tolerate this type of behavior in this unit. Personal integrity is essential for all Air Force personnel. Untruths and half-truths degrade the mission of the Air Force, a mission that can only be accomplished by trustworthy people. You can expect your future actions will be closely scrutinized. If you are dishonest in any respect in the future, rest assured that I will take more severe disciplinary action against you.

Intoxication on Duty

Paragraph 1 should read: Investigation has disclosed that you were drunk on duty at Kirtland Air Force Base, New Mexico on or about (date).

Paragraph 3 should read: I absolutely will not tolerate on-duty intoxication from any person in this organization. You are paid and fully expected to be able to do your job every day. Because of your intoxication, you failed to do your job, jeopardized unit safety, and seriously damaged the morale in this unit.

I will not tolerate such deplorable conduct or misbehavior in the future and will take stronger action against you if it is ever repeated.

Property: Damage to Military

Paragraph 1 should read: Investigation has disclosed that on or about (date) at (location) you (willfully) (negligently) damaged military property, to wit: (describe property damage).

Paragraph 3 should read: I want you to understand that damaging military property is a crime. The damage you caused has resulted in needless expenses for repair, waste of manpower, and degradation of mission capabilities. Remember that you are in the Air Force to enhance mission capabilities, not detract from them. Consider this reprimand a forewarning that your future conduct will be more closely scrutinized and know that any more misbehavior will result in my taking stronger action against you.

Property: Damage to Personal

Paragraph 1 should read: Investigation has disclosed that on or about (date) at (location) you (willfully) (negligently) damaged personal property, to wit: (describe property damage and owner).

Paragraph 3 should read: By damaging the personal property of another, you committed a crime. Consider yourself fortunate that you are only being reprimanded, but note that any recurrence will result in harsher sanctions. Each person has the right to expect other people will respect his property, but you have shown that any such beliefs in you are ill-founded. You and you alone have the opportunity to restore the faith of others in yourself. This should be your goal and you had better heed this warning and refrain from further misbehavior.

Property: Stolen Property Knowingly, Received, Bought or Concealed

Paragraph 1 should read: Investigation has disclosed that on or about (date) at (location) you knowingly (received) (bought) (concealed) stolen property, to wit: (describe property).

Paragraph 3 should read: Knowingly (receiving) (buying) (concealing) stolen property is a crime. By engaging in such conduct, you aided a thief in covering his steps and profiting from his criminal conduct. You also brought disrespect upon yourself and the United States Air Force. I will not tolerate further misconduct by you of any type.

Property: Wrongfully Appropriated

Paragraph 1 should read: Investigation has disclosed that on or about (date) at (location) you wrongfully appropriated (military, personal) property for (your own use, the unauthorized use of another person, etc.).

Paragraph 3 should read: Wrongfully appropriating (military, your fellow airman's, or name) property is a crime. I will not tolerate theft by anyone in this organization. By your conduct, you created animosity within this unit and damaged its mission capabilities. Additionally, your misconduct has brought discredit upon yourself. I expect you to never repeat such unpardonable behavior. Should you decide to not heed this warning, harsher punishment will be forthcoming.

Threat, Communication

Paragraph 1 should read: Investigation has disclosed that on or about (date) at (location) you communicated a threat to (name), (a fellow airman, a civilian, etc.), by saying _____ or words to that effect, (communicating to him/her you intention to injure his/her property, etc.).

Paragraph 3 should read: By communicating a threat to _____, you committed a crime. The Congress of the United States and I share the common belief that no one should be subjected to threats from others. I expect you to handle any differences you have with any person in a legal and mature fashion. I will not tolerate such deplorable conduct or misbehavior in the future and will take stronger action against you if it is ever repeated.

Weight Management: Failure to Progress Phase 1

Paragraph 1 should read: On (date) you failed to make satisfactory progress in Phase I of the Weight Management Program. This is your _____ failure to make satisfactory progress since you entered the program on (date) and will simply not be tolerated.

Paragraph 3 should read: You are hereby reprimanded. It is your personal responsibility to stay within Air Force weight standards and fulfill your obligation to weigh-in on a monthly basis. Your conduct while on the weight management program has been unacceptable and will result in your discharge if you do not fully comply with the requirements of the program and act in a responsible manner.